



The mutations of marketing and libraries

Wolfgang Ratzek

Stuttgart Media University

International Federation of
Library Associations and Institutions
37(2) 139–151
© The Author(s) 2011
Reprints and permission:
sagepub.co.uk/journalsPermissions.nav
DOI: 10.1177/0340035211411071
ifl.sagepub.com



Abstract

We live in a conflict-ridden time. No one can be sure to remain unaffected. As a result, all institutions have to communicate their right to exist. This applies to major enterprises as well as to libraries. Integrated marketing offers all of the tools needed for presenting their unique selling propositions (USP). Commercial enterprises as well as powerful non-profit organizations like Greenpeace command a broad range of integrated marketing tools. Yet, only a few libraries utilize marketing in the proper meaning of the word. Libraries often confuse isolated public relations actions with marketing. If they do engage in marketing they prefer – as a rule – the classical tools. This conceptual paper emphasizes the different ways of doing marketing by combining theory and practice. Library projects and services from Germany and Scandinavia illustrate applications of these concepts in the field.

Keywords

ambush marketing, guerilla marketing, library services, neuromarketing, viral marketing

It was from my own early experience that I decided there was no use to which money could be applied so productive of good to boys and girls who have good within them and ability and ambition to develop it as the founding of a public library. (Andrew Carnegie, *American Industrialist*, 1835–1919)

Introduction

This Andrew Carnegie statement is, unfortunately, no longer true in full. The financial and economic crisis causes social and cultural cutbacks. Savings and budget cuts are the magic words of politicians and other top level decision makers. On the one hand, billions of US dollars are flowing into the ‘rescue parachutes’ for ailing banks, companies, and countries. On the other hand, libraries in many countries, including Germany or Scandinavia, are suffering significantly. Declining budgets make running a library difficult. They have to manage the balancing act between their social and cultural mission, on the one hand, and the integration of IT-based services, on the other hand. For several years we have seen a paradoxical situation with erection of impressive new library buildings in many places, coupled with the closure of many libraries. Examples of new buildings are

Bibliothek 21 in Stuttgart, Germany with 11,200 square meters (approx. 120,512 square feet) (Ratzek, 2009) or Nye Deichmanske Bibliotek in Oslo, Norway with 10,485 square meters (approx. 112,819 square feet) (Kulturetaten, 2010).¹ The German website *Bibliothekssterben.de* (library death, a virtual library cemetery)² of BIB³ presents a documentation of closed and acutely endangered libraries and information institutions. In other words, more and more libraries are reaching a crisis of legitimacy and are forced to communicate their right to exist. The vital question in this context is: are librarians capable of presenting cogent arguments for funding bodies, politicians, and the wider public? Or even more clearly: Are we attractive enough to meet former IFLA president (2007–2009) Claudia Lux’s ambitious program as reflected in her slogan, *Libraries on the Agenda!* (Ratzek, 2010)? We have heard it often that German librarians classify themselves as modest. The time is ripe for establishing a new political/public awareness. We have arguments and evidences at our

Corresponding author:

Wolfgang Ratzek, Hochschule der Medien Stuttgart, Fakultät Information und Kommunikation, Wolframstrasse 32, DE-70191 Stuttgart, Germany. Tel: +711-25706-164. Fax: +711-25706-300 Email: ratzek@hdm-stuttgart

command, but our penetrating power is rather poor. Keywords such as lobbying, marketing, public relations, Library 2.0, or Quality of Service (QoS) come into play. The following discussion will sketch out the possibilities related to these keywords. Particular attention will be given to Germany⁴ and the Scandinavian countries.

The marketing dictate

Let us first clarify the term 'marketing' in general. The American Marketing Association (AMA) defines marketing as "the activity, set of institutions, and processes for creating, communicating, and exchanging offerings that have value for customers, clients, partners, and society at large"⁵. This definition makes a mission statement inevitable. The reason for this is simple: All librarians know more or less why their library exists. The problem is that decision makers outside the library may not know about or may not respect the library properly. In part this applies to the user/customer of a library, too. Further, librarians may not act out of conviction and, if so, do they communicate their convictions effectively and efficiently?

A mission statement provides answers to the following questions:

- What needs does a library satisfy (e.g. information, leisure activities, counseling, education, a place to be)?
- What strengths does the library represent (e.g. low cost access to (quality) media, counseling and orientation by (qualified) librarians, social inclusion)?
- What convictions does the library declare (e.g. integral component of urban development, media supply, community center, non-profit orientation)?

We cannot be sure that all libraries have internalized these essential factors in their campaigns. Whatever the case may be, meaningful information and communication is inevitable. Therefore marketing, with its complex set of tools, comes into play. What follows is a review of some of the well known paradigms.

McCarthy's four Ps

The most commonly accepted definition of marketing and its tools are the four Ps of Edmund Jerome McCarthy (McCarthy, 1960, p. 32). He classifies marketing into the areas 'product' (e.g. innovation), 'price' (e.g. cost recovery, skimming, penetration), 'place' (e.g. channels) and 'promotion' (e.g. communication) (ibid.). Against the background of this classification, we should make the following clear:

- What USPs (Unique Selling Propositions) is your library offering (product/services)? It may be all right if a library offers media of all kinds, but what is the difference in regard to Amazon, to e-book portals, or the Internet? Reference service, loan, or functionality may be some library USPs.
- What costs do I, as a user/customer⁶, have to absorb (price)? Public libraries in Germany, e.g. charge an access fee plus fees for interlibrary loan, Internet usage. They often miss the opportunity to communicate what the user/customer will receive in return; shown in a kind of an invoice amount. The subjectively experienced benefit for the user/customer is not taken into account. The German Bibliothekswert-Rechner (the library value calculator) of 'knb'⁷ or the Library Use Value Calculator of Maine State Library (USA). The latter is promoted with the slogan 'What is your library worth to you?' and 'How much would you pay out-of-pocket for your library service?'⁸ Both calculators are designed as templates where the user/customer can key in what he/she borrowed, e.g. '1 book, 2 CDs and 3 e-Books'. Each item is multiplied by a monetary value. In the end, the grand total of the value of borrowing will be displayed. Another possibility is to print the value of borrowing on the charging slip. In doing so, the libraries demonstrate that they are worth the money. Besides fact-oriented information and communication, we must learn to use the emotional side of target-group oriented information and communication. Customer satisfaction is the keyword. Elmer Wheeler, a U.S. marketing expert and founder of 'Sizzlemanship', created the famous slogan "Don't sell the steak – sell the sizzle!" (Wheeler, 1940).
- Which distribution channel does your library control (place)? In other words: how can a user get the media he/she is interested in? The author's students and some librarians do not have a complete overview of all channels available. Some channels are not recognized as distribution channels. Here are only some of them: download of e-docs via the Internet or mobile phones, interlibrary loan, presenting new acquisitions on special bookshelves, library van, bookcases, carrels.
- In what way does the user get informed about the services of his/her library (promotion)? Promotion should not be confused with 'place'. The difference is that 'place' manages the physical access to media, whereas 'promotion' manages the communication by media like Internet presence (homepage, Web-OPAC), user training, library tour, library video⁹, poster, and booklet. As

mentioned above, the key to success in marketing is to find the right mixture of facts and emotions.

At this point, it becomes clear that all four elements have to be composed into a meaningful whole, which is the basic meaning of 'integrated marketing'. The art of integrated marketing is not mastered by all librarians. Librarians often interpret independent actions as marketing. Independent actions reduce the visibility of the benefits of a library to the individual action, e.g. if a reading by the author is promoted, the library then is seen as a place where readings by the authors take place. This also applies to events for children. Often public relations are being upgraded as marketing. We discuss this fact below (see General marketing and management). Marketing represents the superstructure, whereas public relations are part of the communication policy.

Going beyond the four Ps

McCarthy's four Ps is a useful tool, but requires further specification. The seven Ps of Booms and Bitner and the marketing policy of the German distinguished expert Heribert Meffert are more far-reaching. These approaches are especially useful for librarians, because they underline the important aspects of day-to-day business.

Extended marketing or the seven Ps

Bernard H. Booms and Mary Jo Bitner (1981:50) have extended the four P approach of McCarthy with three additional Ps. This achievement is especially of importance for the service sector in general and for the library as a service institution in particular. The three additional Ps are:

- People, i.e. all persons who have an interest, or better: are involved in your library, i.e. employees, treasurer/funding bodies, suppliers, customers, journalists, users/customers. The term 'target group', used in this context, receives a wide-ranging meaning and is then related to the term 'stakeholder'. In other words: What does your treasurer expect from your library? Or what do users/customers (e.g. children, adults, students, hobbyists, chroniclers of the place, disabled persons) expect from your library?
- Process, i.e. the organizational and operational structure. What point of view does the library management take regarding the workflow? A non-trivial question! Input or output orientation makes the difference. Input orientation means that the library does what it does. Within the framework

of the New Public Management (NPM), which takes hold in German libraries, where libraries have to prove toward their funding body, that their services are requested by the customer/user (keywords: contract management/output orientation) (Politt et al., 2007). In other words: so-called 'service packages'¹⁰ are the subject of negotiation and not single actions like shelving a book.

- Physical evidence, i.e. the practical side of service provision, which is associated with the accessibility to information resources, quality of enquiry service, general atmosphere (wellness factor), general ambience.

General marketing and management

To complete the basics in marketing, we will now take a look at Heribert Meffert's *Marketing-Mix* (Meffert, 2008). Meffert's achievement results in a kind of marketing toolbox. This toolbox contains the four categories, 'product policy', 'price policy', 'distribution policy', and 'communication policy'. The first three categories are more or less congruent with the four and seven Ps discussed above. Widely different and hugely useful for librarians is Meffert's accentuation of 'policy' and 'communication'. With 'policy', Meffert emphasizes the need for a strategic orientation/mission, which also includes a practical side in the form of marketing instruments. 'Policy' also implies that the head of marketing division must ensure that a marketing budget is provided. Hereafter, the heads of the four marketing categories are struggling for a fair share of marketing budget. Should all four categories be treated equally, or should we prioritize a category? If digitization is your top priority project, you may invest 45 percent of your marketing budget in product policy, 10 percent in price policy (survey 'willingness to pay for e-docs'), 20 percent in distribution policy (e.g. make download of e-docs available), and 25 percent in communication policy (flyer, etc.). Meffert's 'Communication policy' consists of the policy areas 'advertising', 'public relations', 'sales promotion' and 'personal selling'. Let us take a quick look at this very useful classification.

- Advertising, i.e. using communication tools like TV commercials, newspaper advertisements, to influence the behavior of a target group with the aim of selling something. Advertising has a strong sales orientation and focuses on a special product or service for which one has to pay.
- Public relations have a more general focus. The library itself, with its mission, products, and

services, is highlighted. Librarians often neglect to seize the opportunities to present the library as a whole. If they send out press releases, they are often touting for the reading by the author or events for children ('Harry Potter Magic Night' in celebration of a new volume) and forget to mention that they are, in the first place, a non-profit information, media, and communication center with a broad range of products and services (Gould 2009). A good interpretation of public relations is: PR is an investment in the future, i.e. PR is about goodwill and survival strategies by demonstrating the importance of the library.

- Sales promotion for libraries means effective and efficient support for your users/customers by means of a plausible sign system, a reference desk (with mild-mannered librarians), a comfortable access to the collection, an attractive acquisition policy, and an attractive collection presentation (e.g. new media display).
- Personal selling emphasizes the most important feature of a library: the librarian him or herself. There is a striking saying in Germany: "The librarian is the business card (calling card) of the library". The library itself is an inanimate organization. We should keep in mind that the librarians themselves make the library come to life. The competencies, the friendliness, or the commitment of all employees in a library amount to an individual atmosphere, or better: a library culture (referring to organizational culture); and that makes the difference. Personal selling also means that the library management has to develop and advance communicative skills by him or herself and the employees. Essentially important measures, in this context, are suitable training courses for body language, negotiation techniques, active listening.

The approaches briefly mentioned here, in particular Meffert's approach, clearly show what the essentials of marketing are. The user/customer of a library wants qualified answers to the following four questions:

- What products/services does the library offer (product policy and user/customer value)?
- What financial burden do the users/customers have to absorb (price policy)?
- What channels are available to access (distribution policy)?
- How do the users/customers know what is going on in the library (communication policy)?

With this sound basis we can now look at different marketing mutations.

Marketing mutations

Before we turn to some of the marketing mutations, or better, mutations in communication policy (Meffert, 2008), we want to point out a general distinction within communication policy. Every communication action in marketing can be classified as 'above-the-line' or 'below-the-line'¹¹. In short: 'above-the-line' refers rather to the more classical marketing, i.e. mass communication. The marketing messages are brought to a dispersed mass via TV or radio spots, newspaper advertisements, large billboard advertising. You know from your own experience how annoying 24/7 mass advertising can be. Therefore, a more individual strategy is required.

Below-the-line is almost the opposite of the impersonal above-the-line (mass) marketing. It gives priority to the individual person. Successful below-the-line action works without mass media (the initiators, however, are in for media attention and word-to-mouth communication). In this context, terms like 'customization', 'tailor-made services', '1:1 marketing', 'relationship marketing' become more important. Promotion (teams), point of sale (PoS), sponsoring, lottery, direct marketing (call center, mailings), product placement, Internet/online marketing (e.g. search engine optimization (SEO), affiliate or email marketing) are some of the most popular instruments. A witty variation of the below-the-line paradigm leads us to 'guerilla marketing'.

Guerilla marketing

For several years, although already developed in the 1980s, guerilla marketing has been enjoying great popularity. Jay Conrad Levinson pioneered 'Guerilla marketing' (Levinson, 1984). It is a counter movement against the oversaturated mass advertising wave. Guerilla marketing is analogous to the marketing mix. This form of marketing, to put it in a nutshell, provides two advantages: guerilla-marketing actions require, as a rule, only small budgets. Furthermore, guerilla marketing emerges where the people are, or better, and more appropriate for our purpose: where the users/customers of our library are.

The underlying idea is to attract attention by unconventional, surprising, and sometimes also shocking actions. Fitting examples would be:

- Street branding ('Reverse graffiti'), i.e. a message (e.g. slogan, logo, character) is stenciled or beamed on a sidewalk or on the floor of a shopping mall.
- Word-of-mouth recommendation ('Buzz marketing'), i.e. an elusive message (a buzz or a tip) is spread like a virus (viral marketing). The hype,

e.g. about the casual online game 'Crazy chicken' had its origin in an advertising campaign for Johnny Walker.

- Viral marketing ('Social networking') exploits the behavior of a virus which disseminates more or less uncontrolled from one host to another. If the virus disseminates successfully a so-to-speak pandemic may be the result. It is obvious that social networks like Facebook, MySpace, or video-sharing systems like YouTube are being therefore exploited. An excellent example is the Ghostbusters flash mob at the New York Public Library (<http://acidcow.com/pics/9940-ghostbusters-flash-mob-in-the-new-york-public.html>).

Two examples of guerilla/viral marketing for libraries

For two suitable examples of successful viral marketing in libraries, we take a look at the German state of Baden-Wuerttemberg. Assisted by library students at the faculty Information and Communication at Stuttgart Media University (HdM Stuttgart), the Stuttgart City Library and the Gerlingen City Library had each carried out a guerilla/viral marketing project.

On the occasion of the 'Tag der Bibliotheken' (day of the libraries) on 24 October 2008, three master students elaborated the project 'Kettenleser' (chain reader). They persuaded 200 library students (and a few professors) to form a human chain, which stretched from the Stuttgart City Library to the Stuttgart Media University (approximately 1.8 kilometers or 1.12 miles). All participants were dressed in T-shirts marked with 'Kettenleser'. They were sitting on cardboard stools and were reading aloud from their favorite books. This event drew attention of both passers-by and the media. Both participating institutions profited from this event, e.g. an article in the newspaper *Stuttgarter Zeitung*.

'Weihnachten im April' (Christmas in April) refers to another guerilla / viral marketing project. Fifteen library students from Stuttgart Media University developed various means of communication like flyers, brochures, posters, image video, 360-degree virtual tour, and an action program for the 10th anniversary of the Gerlingen City Library. To announce this week of action (19–24 April 2008), 19 front windows of the library were transformed into an advent calendar. The library management opened a 'door' every day until the 19th. In doing so, a riddle appeared, e.g. 'for what instrument was the German writer Günter Grass awarded the Nobel Prize in Literature'¹² (answer: 'Die Blechtrommel'/The Tin Drum). Sweets or small gifts were given for a correct answer.

If we interpret guerilla marketing in the broadest sense, it could also include 'ambush marketing'.

Ambush marketing

A further marketing mutation leads us to 'ambush marketing', which includes a negative as well as a positive component. The negative component can be paraphrased as a free rider strategy. What does that mean? Major events, nowadays, are nearly inoperable without sponsors. Especially the times ahead of and during major events such as the Olympic Games or the FIFA World Cup (soccer) are heydays for ambush marketers. The sponsor, of course, wants to transfer the enthusiasm into his or her own corporate communications. For this privilege, the sponsor has to pay millions of US dollars. Ambush marketers take advantage, without being an official sponsor. They fake a relationship with the event without being directly involved. By doing this, ambush marketers risk prosecution by the organizer.

Public libraries, however, as non-profit institutions, dispose of an unexploited potential which can be used legally. In the course of an event, libraries may present issue-specific media and offer exhibitions combined with readings by the author and other actions. The Hammerfest Public Library (Norway), for example, organized during the 'Hammerfest days' in July 2009 a (Nintendo) Wii bowling action named 'Bowling i Biblioteket' ('Bowling in the library'). The youngest participant was 5 and the oldest person was said to be 105 years old¹³ (*Bok og Bibliotek*, 2009). General speaking, such events are best suited to facilitate access to multimedia for the older generation. This example presents an excellent legal version of ambush marketing. The library adapted to the motto of the day, Hammerfest – Music – Games – Entertainment, and became part of the festivities without being a sponsor.

Neuromarketing

A relatively new research program for marketers, neuroscientists, psychologists, and economists is called 'neuroeconomics' or 'neuromarketing'. This interdisciplinary field of research studies decision-making processes in the human brain (Glimcher et.al., 2009; Sepke, 2010). Kotler et.al. (2008:993) define 'neuromarketing' as 'the use of neuro-technology to improve marketing decision making'. The stated goal of neuroeconomics/neuromarketing is to monitor the brain (i.e. neural activities) in an economic context, e.g. preparing for a buying decision, in real time and visualizing the coherent process by using an 'fMRI-system', i.e. functional Magnetic Resonance Imaging. In everyday language such an fMRI-System

is appropriately called a 'brain scanner'. In other words: neuromarketers are searching for the 'buy button' in our brain (Glimcher et.al., 2009; Sepke, 2010).

If you know how a person makes decisions, then you will be able to influence the process of decision-making. The 'limbic map', then, is a useful method for structuring target groups. Hans Georg Häusel, a psychologist and management consultant, coined the term 'limbic map', which is structured as a 'map of emotion', or more scientific, a neurobiologically based target group segmentation. It locates the most important emotions, motives, and value systems in the human brain. This leads to five 'limbic types' that can be isolated, viz. 'Abenteuerer' (adventure-seekers) with approximately 3 percent of the customers in Germany, 'Performer' (performers) with approximately 6 percent, 'Disziplinierte' (disciplined) with 10 percent, 'Traditionisten' (traditionalists) with 24 percent, 'Harmonisierer' (harmonizers) with 32 percent, 'Genießer' (savorers) with 13 percent, and 'Hedonisten' (hedonists) with 11 percent of the consumers in Germany. (Häusel, 2007:78–79)

The most popular example of the results of neuromarketing is the Coca Cola (Coke) vs. Pepsi battle. PepsiCo ran a nation-wide taste test in 1975 to find out which carbonate soda – Pepsi or Coke – tasted better. The results were striking: tests where people had been blindfolded revealed that consumers preferred Pepsi to Coke. Consumers who hadn't been blindfolded, however, preferred Coke to Pepsi. Furthermore, Coke had better sales figures and a better image. A neuromarketer found out that the 'medial prefrontal cortex', also called the reward center, was responsible for this apparent contradiction. The medial prefrontal cortex controls our cognitive functions like preferences, thinking or judging. The Coke brand generated a much more positive image in the medial prefrontal cortex. If this reward center is stimulated, the region lights up in the brain scanner (Shimp, 2008:43). In other words, Coke stimulates the cerebral reward center of a consumer. A neuromarketer encapsulated the result thus: If I were Pepsi, I would illuminate the prefrontal cortex. With regard to libraries, this means that librarians should stimulate the endorphin distribution. In this context, Elmer Wheeler's "don't sell the steak – sell the sizzle!" comes into play again (Wheeler, 1940).

The librarian Corinna Sepke (2010:66–70) developed, maybe for the first time in librarianship, some ideas for neuromarketing in libraries. Here are some of her prudent considerations: To begin with, design the products and service in compliance with the 'limbic types' (see above). This may lead to a new definition of your target groups. Remember, that we are in the field of (neuro-) marketing. Second, develop adequate stories for each target group

segment to communicate library information (see below). Corinna Sepke chooses the limbic type 'performer' as an example. Her performer is a young dynamic and ambitious researcher who wants to complete his research work with the help of a service oriented and motivated librarian.

In doing so, a 'new' form of cooperation between user/customer and librarian takes root: instead of 'Ask a librarian' the service 'Rent a librarian' (see below) takes on greater significance. In this case, the librarian is involved in creating moments of success.

With 'storytelling' and 'service oriented and motivated librarian', Corinna Sepke mentioned two success factors which need to be clarified.

Storytelling

To use a song title 'Every Picture Tells a Story' by Rod Stewart, we argue that every organization tells a story, too. But we should ask: Who is the story teller? What content is communicated? Who is the recipient? Storytelling may arise out of the blue or can be the result of creative work. We will have a look at the latter. 'Storytelling', also known as 'narrative management', is a management method deployed by big companies such as Wal-Mart, Disney, or McDonalds (Boje, 2008: 9 et seq.). What is to be achieved? The knowledge that lies dormant in the minds of your employees, the so-called tacit knowledge, is very valuable for your library, because often enough this knowledge brings the solution to costly problems. The familiar management approaches, like project management, knowledge management and quality management, are based on documentable facts. These approaches miss the tacit knowledge that is hard to put into words – the valuable experience of the personnel, their values and attitudes about the company remain hidden. This tacit knowledge is transferred into pictures, stories, and analogies especially told by your employees to bring the untapped potential of tacit knowledge to light. The underlying processes are supervised by specialists.

In short: "Storytelling Organizations are about how people and organizations make sense of the world via narrative and story"¹⁴. Storytelling unfolds its ultimate power in combination with the discoveries in neuromarketing, e.g. in compliance with the 'limbic types'.

A more sophisticated version of storytelling is the concept of 'business theatre'.

Business theatre

Business theatre¹⁵ is a management and marketing method and has its origin in North America. Followers are also found in Germany and Great Britain. Much the same as a play, business theatre

offers specific scenarios relevant for employees and/or customers. Conflict management, crisis management, or human resource management are only a few core topics staged in business theatre. Comparable with a conventional play, business theatre is enacted professionally. In cooperation with the corporate management, a specialized agency is responsible for story development and casting.

What about the impact of this marketing and/or management strategy? The most important feature of business theatre is its sustainability. What does this mean? In contrast to conventional workshops, the content that is presented in a business theatre is kept much longer in mind. The depicted scenes are easily comprehensible. Participants discuss the scenes and transfer the content into their daily job.

A high-class example of business theatre is 'McKinsey kommt' ('McKinsey arrives'), a drama by the German author and playwright Rolf Hochhuth. The play clearly shows the interrelations between mass dismissals, right to work, and globalization. The play was first performed in 2004 in Brandenburg an der Havel, a German city situated in a region with mass unemployment and factory closures. Rumors say that some performances were sold out. The reason behind that: McKinsey consultants made a visit to the theater and booked the whole theatre. Thus, the play held up a mirror to the McKinsey consultants.

The author of this paper published three scripts himself, dealing with: the ascent and downfall of the information society – 'Der Informator' ('The Informator') (Ratzek, 2001); the mastery of unemployment – 'Bürgermeister a.D.' ('Mayor retired') (Ratzek, 1999a); and 'Trouble bei Paschkes' ('Trouble at Paschke's') (Ratzek, 1999b).¹⁶

Libraries, no doubt, have a lot of 'success stories' at their disposal that are worth telling or to be enacted. The library tour, for example, would be ideally suited for business theatre. The library tour, in that case, will no longer be an imposition on the heads of departments, but a chance to play an important role by telling stories. This would increase the user's/customer's attention and the appreciation of the library storyteller. Commercial concerns, like Microsoft, or renowned nonprofit organizations, like Greenpeace, master the art of self-staging. The performances of Apple co-founder Steve Wozniack or Microsoft CEO Steve Ballmer are legendary in this context.

Service oriented and motivated librarians

Corinna Sepke mentioned the "service oriented and motivated librarian" in the context of storytelling

(see above). The physical library has to put the emphasis, as we mentioned before, on personal communication (personal selling). In the following, we will mention four examples that meet this criterion very well: Recherche à la Carte (Germany); Geheime Schriften (Germany); InfoGate (Denmark); and Lån en bibliotekar (Denmark).

Recherche à la Carte

The Stuttgart City Library is organized in studios: various topics with a common reference are presented together. One studio is called 'Beruf – Karriere – Wirtschaft' (vocation – career – economy). Some creative and motivated librarians considered how a value-added service (VAS) could be introduced to this particular studio. The considerations lead to the introduction of Recherche à la Carte (search à la carte). Under the motto 'you tell us what you are looking for, we will find it', the Stuttgart City Library provides a wide range of personalized services for various target groups and their different questions, i.e. in the field of 'business search', 'company information', 'article search'. The first one is of interest for our objective. The 'Bewerbungspaket last minute' (application package 'last minute') makes up the center of this service and serves as a basis for the preparation of job interviews. The application package contains an actual application guidebook, a CD-ROM on behavior and body language, some news articles related to the company in question as well as a company profile. The applicant with a library card pays EUR 10 (approx. USD 12.40) and EUR 15 (approx. USD 18.60) for those without a card. It is easy to understand that if they get the job they are 'lost' for the library. This is why the scope of this service has been extended to company information and article research (Ratzek and Schreiber, 2008:21 et seq.).

Geheime Schriften

In May 2010, the Eschwege City Library in Germany invited children to attend a cryptography workshop called Geheime Schriften (secret writings). In this workshop, each child produced a coding 'machine', using scissors and paper. With this 'machine', each child now encrypted his or her name or an optional term. In a second round, the children deciphered the names or the terms of the other children. In order to get attuned, the library director reported about a train journey through Eastern Europe, where she had to master many languages and as many graphical characters, which made oral and written communication almost impossible. It is very useful, of course, when

one can get information in advance and provide oneself with dictionaries. Especially in this context, a library is a very useful institution. This workshop is going to be the first of a series of workshops that focus on creativity and concentration. The customer loyalty aspect is, of course, incorporated in this concept. The librarian in charge is proud of many enthusiastic attendees and a long newspaper article in *Werra Rundschau*, headlined 'Kids are cracking the Matrix'. The article, then, showed the mayor and the treasurer that the city library is a good investment. The workshop took place out of library hours (Hartmann, 2010).

InfoGate

For more than 25 years the Centralbibliothek Herning has been delivering high-quality business information for the entire Danish economy. The service, InfoGate (<http://www.infogate.dk/>), is promoted under the motto 'The way to knowledge'. InfoGate covers all branches of economy and includes the global export market as well. Market research and competitive intelligence or customer and product information are only a few fields of expertise. A special department for export information serves as a basis for this remarkable library service which includes Danish and international quality databases or a reliable cooperation with the chamber of commerce or the embassies. The responsible librarians do not hide away (keyword: personal selling), but are present with a photo and competency profile (Ratzek and Schreiber, 2008:34 et seq.).

Lån en bibliotekar

In a diversified information and knowledge society people not only suffer from information overload, but also from information poverty. Libraries, or much better, librarians with their services, may help to resolve this paradox. Recherche Coaching (Ratzek, 2008:114) or 'research coaching' could be both a quality feature for the service provided and a USP (unique selling proposition) in library marketing.¹⁷ Librarians and other information professionals are helping people to overcome their specific information problems. The following example shows how this is done.

We all know the 'Ask a librarian' service! But what about the Danish 'Lån en bibliotekar' (rent or book a librarian)? The Technical Information Center of Denmark (<http://www.dtic.dtu.dk/>) at the Technical University of Denmark (DTU) provides two personalized services: the well known 'ask a librarian' ('Spørg en bibliotekar') and the value added-service 'book a librarian' ('Lån en bibliotekar'). All students

and academic staff at DTU may book a librarian, either as an individual person or as a team, for a project, e.g. search, training, seminar papers. The service includes expert advice, search strategy, or supply. There is, as a rule, no limit for the use of this free service. In case of using this service for a lengthy period of time, the DTU library will charge a small fee (see also Ratzek, 2008:114 et seq.).

Another creative and innovative library service

The individual librarian makes the library come alive with his or her ideas, visions, resources and persistence. In a volatile world the scope of action may be rather restricted, but creativity is primarily not a question of money, it is above all an attitude, a philosophy.

Some decades ago, we were able to foresee the next few years. Such a timeframe provided planning security. Nowadays it seems that constant change is the only reliable variable. Not only politicians or business people, but also librarians need to prepare themselves for ongoing constant change. Change management and creativity is a must in successful companies. Google, for example, allows its employees to spend 25 percent of their working time on the development of new products and services. Following is another striking example of creativity and innovation in libraries, namely, the HOEB services.

The HOEB services

It is worth the effort to look closely at some of the ideas and services of the Hamburger Öffentliche Bücherhallen (Hamburg Public Book Halls) in Germany. The following three fields of activities are of special interest: INA, sign language, and HOEB4U.

- INA: The HOEB (<http://www.buecherhallen.de>) operate a comprehensive Internet portal which can be compared to a big virtual library. INA is the name of a user/customer oriented 'female' chatbot. Since 2006, INA has been supporting the user/customer in searching for special information, i.e. INA compares the query with the knowledge base of the HOEB and gives an adequate answer. Any query that cannot be answered properly will be logged and afterwards adjusted. The knowledge base consists of more than 1000 queries with approximately 2000 answers. All queries and answers are available with up to three variations. By the way: Stella (implemented in 2004) is the name of the chatbot of the State and University Library Hamburg. In contrast to email and FAQ both chatbots simulate a personal dialog.

- Sign language: In cooperation with the Hamburger Gebärdenswerk (Hamburg Gesture Company)¹⁸ the HOEB customized some content of its portal in sign language (<http://www.buecherhallen.de/dgs/beispiel.html>). All texts marked with the hand symbol are available as a sign language based film.
- HOEB4U: German libraries register a sudden Leseknick (drop in reading) within the target group of the 14-year-old user/customer. The HOEB, together with the young adult library HOEB4U (<http://www.buecherhallen.de/go/id/fj/>), developed a measure, worthy of imitation, to counter this noticed drop in reading. The daily business is managed by apprentices¹⁹, the so-called Fachangestellte für Medien und Informationsdienste (FAMI) (specialists in media and information services). The District Library Bocklemünd/Mengenich in Cologne has recently started a library as a junior company, too (<http://www.stadt-koeln.de/5/stadtbibliothek/bibliotheken-archiv/stadtteilbibliotheken/bocklemuend-mengenich/03415/>). Under the guidance of a trained librarian the FAMIs take over all the duties and tasks which constitute a 'normal' public library.

Library 2.0 and collective intelligence

Much has been written about Library 2.0 (e.g. Casey and Savastinuk, 2009; Kaiser, 2008). Many libraries have implemented Library 2.0 services, e.g. the Stuttgart City Library in Germany with Podcasts – Audiobooks (retrieved May 12, 2010, from <http://www5.stuttgart.de/stadtbuecherei/>) or the University of Pennsylvania Libraries with PennTags, a social tagging or social cataloging project (Matthews, 2009:57). From a merely technical point of view, Library 2.0 has to do with the implementation of services like blogs, web feeds (or news feeds), podcasts, tagging, mashups and wikis. From a more socio-cultural point of view, we must ask ourselves to what extent do we accept 'our' users/customers as partners in the creation process of 'their' library. The key words in this context are 'collective intelligence', 'social tagging/indexing', 'user participation', or 'folksonomy'. The paradigm of Library 2.0 focuses on IT based social networking, i.e. with the help of social software it is easy to interact and share data in online communities. The following two examples will indicate the range of applications.

From Corporate Wiki to B.I.T.Wiki²⁰

In the winter term 2007 semester 12 students from Stuttgart Media University (HdM Stuttgart) and the author started the project 'Corporate Wiki', a LIS

based Wiki that is a library and information science related platform. The intended goal of this project was to figure out the underlying technology (e.g. Wiki tools) and experiment with the possibilities (e.g. content generation, presentation) of a subject Wiki. During the 3rd Leipzig Congress for Library, Information and Documentation in 2007, the project team convinced Erwin König, head of department for periodicals at the Dinges and Frick publishing house, of the project. He suggested that the project should be renamed 'B.I.T.Wiki' (<http://www.b-i-t-wiki.de/index.php/Hauptseite>) and hosted on the publisher's server. True to the motto of the Web 2.0 movement, everybody is invited to contribute to the portal, and they make ample use of this online knowledge portal developed by library students. Within 4 years, a considerable user generated LIS encyclopedia has been created. (Kaiser and Ratzek, 2008:424–425). The following figures are taken from the B.I.T.Wiki statistics (<http://b-i-t-wiki.de/index.php/Spezial:Statistik>; retrieved 9 March 2011): 1,265 pages, 2,311,443 page views since release. A directory of library service providers with 395 company profiles is the latest feature. The directory is a result of a semester project in 2008, implemented under surveillance of the author by master's degree student Simon Herm.

Second Life and libraries

The erstwhile hype of the 3D virtual world seems to be over. Many libraries are present in Second Life. A good example in various ways is the project Norgesbiblioteket i Second Life²¹ (Norway's library in Second Life) (http://www.bokogbibliotek.no/index.php?option=com_content&task=view&id=757&Itemid=1; retrieved 12 May 2010). A Norwegian project team, under the supervision of the Vestfold County Library, created a library island with features worth noticing. First of all Norgesbiblioteket i Second Life is not intentioned for cybernauts only, but also as a playground for Norwegian librarians who want to experiment with multimedia systems. The surfer is invited to take a seat on a flying carpet for a round trip. The surfer may also wander through a magic forest ('eventyrskogen'), where he or she finds excerpts from tales, behind stones and hillocks. There is, of course, also a library building. Inside the library, surfers make themselves comfortable in a living room suite and talk about their Second Life experiences with other avatars of the cyber library. Sometimes writers come by or lectures on literature are held. Workshops and reader circles can be organized by virtual library visitors. The surfer should, in any case, visit the Viking exhibition. To truly fit in,

the avatar of the surfer receives the appropriate Viking clothing and a field kit for the adventurous journey back to the Viking era. Strewn over the entire island there are links to network resources, tips for literature, portraits of artists, and book reviews. If necessary, a catalog search is possible. In order not to lose touch with reality, the surfer receives tips for archives and museums in the real world.

We should pay particular attention to the fact that the library island is managed by a virtual librarian who works, of course, in the virtual library building. The librarian is responsible for reference service and the library tour, but also acts as a tourist guide to the island and elsewhere in the virtual world.

Libraries in a volatile world

To survive in a volatile world, libraries (and other organizations) have at least three options:

- Libraries turn a blind eye to future trends ('Titanic' phenomenon).
- Libraries mimic success concepts (Free rider phenomenon/Informatics mimicry).
- Libraries are innovative (Trend-setter phenomenon).

We will now concentrate on the latter phenomenon. To be exact, by looking at the HOEB Media Project Ltd., the Library of the Swiss Federal Institute of Technology Zurich, and the Mobile Library.

HOEB Media Project Ltd.

The HOEB is organized into five customer areas: 'central library' (all customer types); 'district libraries' (district customers); 'portal' (virtual customers); 'department' (of institutional customers); and 'media project ltd.' (volunteers, customers). For our purposes, the Media Project Ltd. is of interest. This nonprofit company is organized in three sections: 'Media Messengers'; 'Dialog in German'; 'project development for special groups of customer'. The HOEB implemented a special department for project development, where volunteers as well as users/customers cooperate on new library services. The services 'Media Messengers' and 'Dialog in German' have resulted from this close cooperation (Bücherhallen Hamburg. *Jahresbericht*, 2009, pp. 46–47).

HOEB Media Messengers

A useful library service originating from the Media Project Ltd. is the Medienbote (Media Messenger). Those who cannot leave their home, due to illness,

disabilities or old age, may profit from this cost-free media delivery service of the HOEB, which is operated by 250 volunteers. Since 2007 people confined to their homes or home residents have been provided with media once a month, via appointment by media messengers, with audio books, large-print books, novels or nonfiction. All the members of the target group need is a loyalty card (Kundenkarte) at the price of EUR 15 (approx. USD 19). Those who are on welfare or are financially unsound can apply for a fee waiver. The exemption will be handled in a prompt and unbureaucratic way. The collection consists of 4,000 media, including 1,800 audio books (<http://www.buecherhallen.de/go/id/nb/> retrieved 13 May 2010).

Dialog in German

The German Federal Statistics Office reported a total population of approximately 82 million in 2009, of which immigrants accounted for 6.7 million²² and second and third generation descendants of immigrants accounted for 15.6 million (2008).²³ People with a Turkish background top the statistics with 1.7 million.²⁴

In December 2009 the HOEB launched, in cooperation with the Hamburg Federal State Authority for Social Services, Family, Health and Consumer Affairs, the project Dialog in German. It is a library service in the form of conversation classes for people who passed the Naturalization Test of the Federal Office for Migration and Refugees (<http://www.buecherhallen.de/go/id/itw/> retrieved 13 April 2011). The conversation courses are offered weekly. Participation is free, perpetual and run by dedicated and professionally trained volunteers (Bücherhallen Hamburg: *Jahresbericht* 2009, pp. 36–37).

Library of the Swiss Federal Institute of Technology Zurich (ETH Library)

The ETH library focuses on user friendly and innovative services within the context of the electronic library. This requires an ongoing elicitation of customer needs. It is absolutely necessary for the Library to monitor developments in librarianship and information technology. Furthermore, the Library examines relevant products, services and strategies with the view to implementing them. To secure this strategy, the management of the ETH Library implemented a new department called Innovation and Marketing. A detailed presentation of the concept and the services are available at <http://www.slideshare.net>.

net/ruedi.mumenthaler/innovationroduktmanagement (retrieved 23 April 2010).

Closing words

The situation is clear. The first decade of the third millennium is characterized by local and international crises. What we need are meaningful institutions which provide orientation through chaotic times, and libraries are meaningful institutions if they understand how to make themselves heard. This means first and foremost information and communication, in the form of lobby work and marketing. But: what is to be communicated? The benefits from which the user/customer of the library can profit. And this requires effective and efficient measures. Here, then, is the place where marketing with its broad range of measures comes into play.

Commercial enterprises like Apple or Microsoft or powerful non-profit organizations like Greenpeace show how it works. Libraries, in contrast, often confuse isolated public relations actions with marketing. Only a few libraries go in for marketing in the proper meaning of the word (see above). And if they do marketing, they prefer – as a rule – the classical tools (above-the-line marketing). In many cases, the below-the-line sector is left out of consideration. This paper has emphasized the wealth of opportunities within the world of marketing, especially ambush marketing, neuromarketing, or viral marketing. On the basis of theoretical considerations, we made room for examples from practice, mainly from Germany and Scandinavia. The presented results made clear that money is not everything; creativity, on the contrary might compensate a lot. The personal commitment (self-marketing) of each librarian guarantees high-quality library services, an essential prerequisite for surviving in a crisis-ridden world.

It is also worth considering the euphoria over digitization and Library 2.0. The digitization wave spills over libraries and provides the IT industry with fat contracts. Librarians are in danger of falling into the IT trap. Digitization is of importance, no doubt, but we should not lose the factor of nearness to our users/customers (key word: book a librarian). The virtualization of library services, such as web-OPACs or downloading of e-docs, disconnects the users/customers from the physical library. The Sengkang Community Library in Singapore (Ratzek, 2006) or the Bokomaten (analog to an automated teller machine/ATM) in Sweden (Ratzek, 2005) are good examples of fully automated libraries, where library services are available without librarians. An imminent closing down of libraries may be caused by a decline in

customers, too (besides financial distress). The German library cemetery (bibliothekssterben.de) is a good example (see above).

Knowledge should not degenerate into something that can be found only in digital stores. This could be the end of the library profession, at least on top management level. This tendency became apparent in the summer of 2010 at the world's largest economics library, the German National Library of Economics ZBW – Leibniz Information Centre for Economics. Its newly appointed director is not a librarian, but a computer scientist (http://www.zbw.eu/presse/pressemitteilungen/2010_06_01.htm; retrieved 01.06.2010).

We must learn to be more egoistic, in the truest sense of the word, i.e. we should feature our qualifications, our consulting expertise, and our media expertise. We should also keep in mind that one very important tool in communication policy (see above) is 'personal selling', i.e. the way in which we do our job face-to-face. These are the basics to gain high esteem.

This should be integrated into professional education courses, as is practiced by the author. In doing so, we open up a lucrative perspective for our students and graduates, i.e. the positioning of information professionals within the information and knowledge society as troubleshooters, problem solvers or consultants. However, this requires the ability to transform data into information, information into knowledge, and knowledge into new insights. With these unique selling propositions or talents, graduates will be able to achieve something in today's professional world.

The management of a library has to set the agenda in the form of a mission statement, which defines the purpose (including the designated targets) of the library. The available resources have to be organized or acquired so that the objectives can be achieved. The results indicate, for example to the treasurer or funding bodies, how effective the management was. In other words, in addition to comprehensive commercial knowledge, extensive communication skills – or better, extensive marketing and negotiation (storytelling) skills – are required. Finally, the leadership, in cooperation with the funding bodies, is responsible for the preservation and expansion of adequate jobs in libraries.

No doubt many librarians do an excellent job, they are creative, motivated, and qualified. We are weakened if we do not combine our competencies. Librarians, information scientist, archivists, or documentalists are all content-driven information professionals. Why not jump barriers and bundle our strengths, so that we become highly respected consultants in economy, education, politics, R&D? The

Norwegian kulturnett.no (<http://www.kulturnett.no/>) is a good example of how libraries, museums and archives can achieve synergy effects. This portal, initiated and financed by the Ministry of Culture and Church Affairs, functions as an official gateway to culture in Norway.

Notes

- Both library projects had an extremely long planning phase. Bibliothek 21 had an architectural competition in 1999 and an expected completion date in 2011. Nye Deichmanske Bibliotek existed on paper only with an architectural competition in 2001 and an anticipated completion date of 2017.
- <http://marvin.bibliothek.uni-augsburg.de/bibliothekssterben/>.
- BIB (Berufsverband Information Bibliothek, i.e. Staff Organization Information Library)
- In Germany libraries are considered cultural artifacts, and as such fall within the responsibility of German federal states. Germany, in contrast to most of the European countries, has no nation-wide library law as a consequence of its federalist system.
- <http://www.marketingpower.com/aboutama/pages/definitionofmarketing.aspx>
- Especially in Germany there are different views of how to name a person who comes to a library. 'Leser' (reader) is rather old-fashioned. Today, 'Benutzer (user) or 'Kunde' (customer) are commonly used. The difference between these two paradigms is more or less economic considerations. The author prefers 'customer' to stress the necessity of marketing, controlling, cost accounting, service commitment, contract management, or human resources development. The view meets the requirements of the New Public Management (NPM). For an introduction, see Politt, Van Thiel and Homburg, 2007. The North American 'patron', in my opinion, does not meet all the requirements of the NPM.
- <http://www.bibliotheksportal.de/hauptmenue/service/kalkulator/knb> – Kompetenznetzwerk für Bibliotheken (the Competence Network for Libraries) is a service provider for the entire German librarianship.
- <http://www.maine.gov/msl/services/calculator.htm>
- My students produced some library video for German libraries, e.g. City Library Gerlingen (http://www.gerlingen.de/servlet/PB/menu/1273930_11/index.html) or City Library Stuttgart (<http://www.youtube.com/watch?v=2gk7xvOYJrU>)
- Service packages are complex measures, such as reference service or user training.
- The origin of the terms is vague. Probably the water line is meant.
- The prize was actually awarded for his life's work.
- An interview with the head librarian revealed that the lady was 86 years old only.
- David M. Boje makes a difference between 'narrative' and 'story'. Quoting Mikhail M. Bakhtin, Boje explains: A "(s)tory is more 'dialogize' than narrative, with fully embodied voices, logics, or viewpoints (. . .)" (Boje, 2008: 3).
- For an excellent introduction to the idea of staging see *The experience economy. Work is theatre & every business a*

stage (Pine and Gillmore, 1999) and *Experience-based communication* (Ornbo, Snekken and Würtz 2008).

- Although interest existed, the performance failed for one reason or another.
- In academic education, we may at least distinguish three quality levels of presentation: Lecturing represents the first level of experience, where an instructor explains a special field. Training will then be the second level where the students get the chance to practice the special contents of teaching. Coaching will be the highest level of learning by experience where a student or researcher has a real problem to master, e.g. do research on one's dissertation or do research on biomedical engineering with nanotubes.
- The Hamburger Gebärdensprache is a company constituted under civil law (German: GbR/Gesellschaft bürgerlichen Rechts). They provide content in German sign language via CD-ROM and DVD.
- A skilled (non academic) trade.
- B.I.T. stands for Bibliothek (library), Information, Technologie (technology). The three letters refer to the printed journal *B.I.T.online*, edited by Dinges & Frick.
- <http://slurl.com/secondlife/Norgesbiblioteket/76/152/21/> retrieved 13 May 2010
- <http://www.destatis.de/jetspeed/portal/cms/Sites/destatis/Internet/DE/Navigation/Statistiken/Bevoelkerung/MigrationIntegration/AuslaendischeBevoelkerung/AuslaendischeBevoelkerung.psml> retrieved 13 May 2010.
- <http://www.destatis.de/jetspeed/portal/cms/Sites/destatis/Internet/DE/Navigation/Statistiken/Bevoelkerung/MigrationIntegration/MigrationIntegration.psml> retrieved 13 May 2010.
- <http://www.destatis.de/jetspeed/portal/cms/Sites/destatis/Internet/DE/Content/Statistiken/Bevoelkerung/MigrationIntegration/AuslaendischeBevoelkerung/Tabellen/Content75/Geburtsort,templateId=renderPrint.psml>

References

- Boje, David M. (2008) *Storytelling organizations*. London: Sage.
- Bok og Bibliothek. (2009) Bowling i biblioteket. Retrieved 5 April 2010, from http://www.bokogbibliotek.no/index.php?option=com_content&task=view&id=1154&Itemid=1.
- Booms, Bernard H. and Bitner, Mary Jo (1981) Marketing strategies and organization structures for service firms. In Donnelly, J.H. and George, W.R. (eds.) *Marketing of services*. Chicago: American Marketing Association, pp. 47–51.
- Casey, Michael E. and Savastinuk, Laura C. (2009) *Library 2.0: a guide to participatory library service*. Medford, New Jersey: Information Today.
- Glimcher, Paul, W., Camerer, Collin F., Fehr, Ernst and Poldrack, Russel A. (eds.) (2009) *Neuronomics*. London: Academic Press.
- Gould, Mark, R. (ed.) (2009) *The library PR handbook. High-impact communications*. Chicago: American Library Association.
- Hartmann, Fabian. (2010) Kids knacken die Matrix. In *Werra Rundschau*, 7 May.

- Häusel, Hans-Georg. (2007) Limbic: Die unbewussten Emotionswelten im Kundengehirn kennen und treffen. In: Hans-Georg Häusel (ed.) *Neuromarketing. Erkenntnisse der Hirnforschung für Markenführung, Werbung und Verkauf*. Planegg: Haufe, 2007. pp. 60–86.
- Hölscher, Miriam and Sepkte, Corinna. (2010) Moving libraries: Mobile Bibliothekskonzepte als Antwort auf die Herausforderung der Informationsgesellschaft. Wiesbaden: Dinges & Frick.
- Kaiser, Ronald (2008) *Bibliotheken im Web 2.0 Zeitalter*. Wiesbaden: Dinges & Frick.
- Kaiser, Ronald and Ratzek, Wolfgang. (2008) B.I.T.Wiki feiert 1. Geburtstag. *B.I.T.online*. 11(4) 424–425.
- Kotler, Philip, Armstrong, Gary, Wong, Veronica and Saunders, John (2008) *Principles of marketing*. 5th European edition. London: Ovum.
- Kulturetaten: Deichmanske bibliotek. Oslo (2010) Retrieved 4 May 2010 from <http://nye.deichman.no/2010/04/22/strategi-for-nye-deichman-les-mer-om-tan-kene-og-ideene-som-ligger-til-grunn-for-planleggingen-av-det-nye-hovedbiblioteket/>.
- Levinson, Jay. C. (1984) *Guerilla marketing: Secrets for making big profits from your small business*. Boston: Houghton Mifflin.
- Matthews, Joseph, R. (2009) *The customer-focused library: Re-Inventing the public library from the outside-in*. Santa Barbara, California: Libraries Unlimited.
- McCarthy, Edmund Jerome. (1960) *Basic marketing. A managerial approach*. Homewood, Ill.: Richard D. Irwin.
- Meffert, Heribert. (2008) *Marketing: Grundlagen marktorientierter Unternehmensführung*. 10th ed. Wiesbaden: Gabler.
- Ornbo, Jens, Sneppen, Claus and Würtz, Peter F. (2008) *Experience-based communication*. Berlin: Springer.
- Pine, B. Joseph and Gillmore, James H. (1999) *The experience economy. Work is theatre & every business a stage*. Boston: Harvard Business School Press.
- Politt, Christopher, Van Thiel, Sandra and Homburg, Vincent. (eds.) (2007) *The new public management in Europe. Adaptations and alternatives*. Basingstoke: Palgrave.
- Ratzek, Wolfgang. (ed.) (2010) *Lobbyarbeit für Information Professionals*. Bad Honnef: Bock + Herchen.
- Ratzek, Wolfgang. (2009) Die Bibliothek 21 – Tradition und Innovation. *B.I.T.online*, 12(2), 168–171.
- Ratzek, Wolfgang. (2008) ... und was kommt nach der Informationstechnik. In Kaiser, Ronald: *Bibliotheken im Web 2.0 Zeitalter*. Wiesbaden: Dinges & Frick, pp.106–119.
- Ratzek, Wolfgang. (2006a) Libraries on the agenda! The Presidents-elect's planning session in Seoul. *IFLA Journal* 32(4), 368–373.
- Ratzek, Wolfgang. (2006b) Singapur – Eine 'Schatzinsel' in der Welt der Bibliotheken. *B.I.T.online*, 9(3), 41–43.
- Ratzek, Wolfgang. (2005) IFLA-Konferenz in Oslo. *B.I.T.online*, 8(4), 336–341.
- Ratzek, Wolfgang. (2001) Der Informator. *Information – Wissenschaft und Praxis* 53(6), 349–351.
- Ratzek, Wolfgang. (1999a) Bürgermeister a.D. In Wolfgang Ratzek (ed.) *Employability*. Aachen: Shaker, pp. 145–191.
- Ratzek, Wolfgang. (1999b) Trouble bei Paschkes. In Wolfgang Ratzek (ed.) *Employability*. Aachen: Shaker, pp. 193–221.
- Ratzek, Wolfgang and Schreiber, Carola. (2008) Bibliotheksdienstleistungen als Beitrag zur regionalen Standortentwicklung und Wirtschaftsförderung. In Ratzek, Wolfgang and Simon, E. (eds.). *Wirtschaftsförderung und Standortentwicklung durch Informationsdienstleistungen. Das unterschätzte Potenzial der Bibliotheken*. Berlin: Simon Verlag für Bibliothekswissen, pp. 11–39.
- Sepke, Corinna. (2010) Neuromarketing für Bibliotheken. Passt das zusammen? / Neuromarketing for Libraries. How does these two go together? In Ratzek, Wolfgang. *Lobbyarbeit für Information Professionals*. Bad Honnef: Bock + Herchen, pp. 57–71.
- Shimp, Terence A. (2008) *Advertising, promotion, and other aspects of integrated marketing communications*. 8th ed., Mason, OH.: South Western. Cengage Learning.
- Wheeler, Elmer. (1940) *Sizzlemaniship. New tested selling sentences*. New York: Prentice Hall.

About the author

Wolfgang Ratzek is Professor in the Library and Information Management Program at the Faculty of Information and Communication at the Stuttgart Media University, Germany. He teaches courses in marketing, human resources management, controlling, and cost and accounting. With his students he regularly carries out projects with libraries and media companies. His professional career began as a trained toolmaker. Following this, he studied information science and Scandinavistics at Freie Universität Berlin. While still a student he led a German-Scandinavian information service in the field of technology transfer. After graduation, he worked in senior positions in marketing, management consultancy, human resources management, and as a lecturer at numerous universities. Simultaneously, he earned a doctorate degree (Dr.phil) in information science at Freie Universität Berlin. His work results are documented in numerous publications. Postal address: Hochschule der Medien Stuttgart, Fakultät Information und Kommunikation, Wolframstrasse 32, DE-70191 Stuttgart, Germany. Tel: +711-25706-164. Fax: +711-25706-300. Email: ratzek@hdm-stuttgart.de.

COPYRIGHT INFORMATION



Author: Ratzek, Wolfgang

Title: The mutations of marketing and libraries

Source: IFLA J 37 no2 Je 2011 p. 139-151

ISSN: 0340-0352

DOI: 10.1177/0340035211411071

Publisher: Sage Publications, Ltd.

1 Olivers Yard, 55 City Road, London EC1Y 1SP, United Kingdom

The magazine publisher is the copyright holder of this article and it is reproduced with permission. Further reproduction of this article in violation of the copyright is prohibited.

This article may be used for research, teaching and private study purposes. Any substantial or systematic reproduction, re-distribution, re-selling, loan or sub-licensing, systematic supply or distribution in any form to anyone is expressly forbidden. The publisher does not give any warranty express or implied or make any representation that the contents will be complete or accurate or up to date. The accuracy of any instructions, formulae and drug doses should be independently verified with primary sources. The publisher shall not be liable for any loss, actions, claims, proceedings, demand or costs or damages whatsoever or howsoever caused arising directly or indirectly in connection with or arising out of the use of this material.